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Office of the Commanding General

VDF-HCG

05 October 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: VDF Regulation 601-100.

1. The attached new VDF Regulation 601-100, *Appointment Of Commissioned And Warrant Officers In The Virginia Defense Force*, is effective 15 October 2009.
2. Requests for waivers of any of the provisions of this Regulation will be submitted IAW the waiver provisions set forth in its *Proponent and exception authority* provisions and shall include the statement therein described which specifies why the granting of such a waiver would promote the best interests of the VDF.
3. POC is the Chief of Staff, COL Province.

A handwritten signature in cursive script, reading "John D. Taylor".

JOHN D. TAYLOR
MG, VDF
Commanding

Distribution: A

**Headquarters
The Virginia Defense Force
500 Dove Street
Richmond, Virginia**

VDF Regulation 601-100

15 October 2009

History. This publication is a major revision of VDF commissioned and warrant officer procurement policy and supercedes those provisions of VDF Reg. 600-10, chapter 2 which pertain to the procurement of officers and warrant officers. Enlisted procurement policy set out in such chapter 2 of Reg. No 600-10 is not affected by this regulation .

Summary. This revision updates the policy and procedures for appointing commissioned and warrant officers in the Virginia Defense Force.

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff, G-1. The Adjutant General of Virginia has the authority to approve exceptions or waivers to this regulation. The Commanding General of the VDF has the authority to approve exceptions or waivers to this regulation that are consistent with state statutes and regulations. The Commanding General may delegate this approval authority, in writing, to such officers and levels of command as he deems necessary. Units may request a waiver of the provisions of this regulation; all requests for waivers shall be in writing, endorsed at each step of the chain of command through the brigade or equivalent level commander and submitted to the Commanding General for review and action. Such waivers may be granted by the Commanding General only under exceptional circumstances. Each request will contain a statement, endorsed and signed by the candidate's brigade or equivalent level commander, setting forth the reasons for the request and shall specify all reasons why the requirement should be waived and why a waiver would promote the best interests of the VDF.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Assistant Chief of Staff, G-1, 500 Dove St, Richmond, Va. 23222.

Official: FOR THE COMMANDING GENERAL, VDF:



FRANCIS N. THOMPSON
MAJ, GS, VDF
ACoS, G1

APPOINTMENT OF COMMISSIONED AND WARRANT OFFICERS IN THE VIRGINIA DEFENSE FORCE

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Chapter 1

Introduction

Section I

General

1–1. Purpose

This regulation prescribes policy, eligibility requirements, and administrative procedures for the appointment of commissioned and warrant officers in the Virginia Defense Force (VDF).

1–2. References

Title 44, Military Law of Virginia.
Permanent Order 1-1 (VaDF) TAG, VA 1 March 1988.

1–3. Explanation of abbreviations and terms

Unless otherwise defined herein, the following terms used in this regulation are defined to mean the following:

“ACoS”: assistant chief of staff

“Armed Forces”: a federal uniformed military or naval service: the Army, Navy, Air Force, Marine Corps, and Coast Guard. For purposes of this regulation, the Public Health Service, the Civil Air Patrol, and the US Coast Guard Auxillary are not federal military or naval forces and are not included within the term “Armed Forces”.

“Board action”: action taken by a duly appointed and convened officers promotion and screening board.

“BOQC”: the Virginia Defense Force Basic Officer Qualification Course, as amended from time to time. The current iteration of the BOQC is attached as Appendix A.

“Commanding General”: the Commanding General of the Virginia Defense Force.

“CoS”: the division chief of the staff

“Prior service”: service as a member of the Armed Forces or of a State Defense Force.

“State Defense Force”: a non-federal state military organization created pursuant to the authority of 32 USC section 109(c) and which has been recognized by the Adjutant General of the state in which it was created.

1–4. Responsibilities

- a. The ACoS, G–1, with the approval of the Commanding General, will establish written personnel policies relating to each procurement program and will conduct and supervise all prescribed personnel functions.
- b. The Staff Judge Advocate (SJA), upon request, will review VDF administrative changes to verify the legality of prescribed policies and changes.
- c. VDF commands will process officer and warrant officer appointments in accordance with this regulation.

Section II Policy

1–5. Citizenship

- a. An original appointment as a commissioned or warrant officer in the VDF may be given only to a person who is a citizen of the United States and a resident of the Commonwealth of Virginia.
- b. Applicants must prove U.S. citizenship by submitting a birth certificate, certificate of citizenship, certificate of naturalization, an FS 240 (Consular Report of Birth Abroad), an FS 545 (Certification of Birth Abroad of a Citizen of the United States of America), a DS 1350 (Certification of Birth Abroad to U.S. Citizen), a passport, DD Form 214, NGB Form 22, *etc.*
- c. Personnel desiring appointments must live within 50 miles of their assigned unit. Exceptions to the commuting distance policy may be made by the first field grade commander in the chain of command.

1–6. Medical and fitness standards

- a. An original appointment as a commissioned or warrant officer in the VDF may be given only to a person who is physically qualified to perform those duties to which he or she is assigned.
- b. Applicants requesting appointments as aviators must possess a current FAA flight physical.
- c. Applicants who have an existing serious medical condition that may impact their ability to perform their assigned duties will require a medical screening and fitness determination by the Division Surgeon.

1–7. Age requirements

An original appointment as a commissioned or warrant officer in the VDF may be given only to a person who is at least 18 years of age and who has not attained his or her 65th birthday. Maximum age is set by statute, and may not be waived.

1–8. Educational requirements

- a. An original appointment as a commissioned officer, other than a warrant officer (WO), in the VDF basic branches may be given only to a person who has a baccalaureate degree, except for persons who have successfully completed the college study requirements of, and have graduated from, the BOQC, and former or retired commissioned officers of the Armed Forces or the State Defense Forces.
- b. WOs must be a high school graduate or have passed the General Education Development test of high school level or higher.
- c. Applicants must be proficient in the English language. If the applicant's primary language is other than English, a Statement of Proficiency endorsed by the first field grade commander in the chain of command will be submitted with the application.
- d. Non-prior service personnel who are appointed as commissioned or warrant officers in the VDF pursuant to this Regulation shall complete the entry level training requirements set forth in Appendix B, including subparts B-1 thru B-3, within the time periods set forth therein after the date of their appointment.

1–9. Loyalty

An individual must neither be nor have been a member of any foreign or domestic organization, association, movement, or group or any other combination of persons that—

- a. Advocates subversive policy.

- b. Seeks to alter the form of the U.S. or Commonwealth governments by unconstitutional means.

1–10. Character

An original appointment as a commissioned officer or warrant officer in the VDF may be given only to a person who is of good moral character.

1–11. Military or civilian court convictions.

- a. Applicants must not have any criminal convictions, adverse juvenile adjudication, pre-trial diversion for a felony or domestic assault and battery, or any type of court-martial conviction. A request for a waiver of a conviction, offense, or unfavorable juvenile court decision will be submitted in affidavit form or supported by documentary evidence citing the offense, the court action, and the judgment and sentence rendered. No waiver is required for minor traffic or minor non-traffic offenses resulting in a fine of \$250 or less, except when the applicant has accumulated six or more such offenses during any 12-month period.
- b. The Commanding General may grant a waiver for an offense under military or civil codes if the offense was not a felony and the offense did not involve moral turpitude.
- c. A person convicted of an offense which is or would be a sexually violent offense as described in Virginia law may not be appointed to the VDF. This restriction may not be waived.

1–12. Ineligibility for appointment

An original appointment as a commissioned or warrant officer in the VDF may not be given to persons who—

- a. Have been separated from any of the Armed Forces involuntarily, have resigned, or have been separated in lieu of elimination or for the good of the service.
- b. Have been dropped from the rolls of any of the Armed Forces.
- c. Have been removed from office under the criminal laws of the United States.
- d. Have been separated from any of the Armed Forces with an other-than-honorable, bad conduct, or dishonorable discharge.

Chapter 2

Appointment of Commissioned and Warrant Officers in the Virginia Defense Force

Section I General

2–1. The VDF Officer Procurement Program

This chapter prescribes policy and procedures for appointment of commissioned officers of the basic branches, Chaplains, Judge Advocate General's Corps (JAGC), Medical Corps, and WOs in the VDF.

2–2. Source of personnel

Commissioned officers will be procured from—

- a. Graduates of the Corps of Cadets from the Virginia Military Institute, Virginia Polytechnic Institute, and The Virginia Women's Institute for Leadership (VWIL), who request initial appointment in the VDF and who are acceptable to the Commanding General, as authorized by the Adjutant General of Virginia.
- b. Graduates of the BOQC.
- c. Graduates of the Reserve Officers Training Corps (ROTC).
- d. Former or retired commissioned officers of the Armed Forces or State Defense Forces.

Warrant officers will be procured from –

- a. Former or retired warrant officers of any of the Armed Forces or State Defense Forces.
- b. Former or retired commissioned officers of any of the Armed Forces or State Defense Forces.
- c. Civilians with specific skills or training may be tendered direct appointments in the VDF.
- d. Highly qualified enlisted personnel of the VDF, subject to education and/or licensing requirements and recommendation of their chain of command.

2–3. Service obligations

An individual who accepts a VDF appointment does not incur a service obligation as a result of accepting the appointment.

2–4. Determination of appointment grade in branches other than Aviation, the Medical Corps, Chaplain Corps and Judge Advocate General Corps

- a. Prior service commissioned and warrant officers may be appointed in the VDF in the same grade that they held on their separation or retirement, provided a vacancy exists for that grade.
- b. Non prior service graduates of the cadet program of VMI, the cadet program of VPI, the cadet program of VWIL, any college ROTC, and BOQC will be appointed as second lieutenants in the VDF.

Section II

Appointment to the Special Branches

2–5. Appointment of Chaplains

- a. Special eligibility requirements and procedures are prescribed for appointing Chaplains to the VDF in addition to the eligibility requirements of chapter 1. Interested individuals will first contact Headquarters, Virginia Defense Force, Office of the Chaplain, 500 Dove St, Richmond, VA 23222.
- b. The Division Chaplain will determine acceptability of credentials.
- c. Individuals must satisfy the educational and ecclesiastical requirements for appointment of Chaplains, and must be a fully ordained or fully qualified member of the clergy authorized to perform all offices, functions, sacraments, ordinances, and ceremonies required of a religious ministry professional for that religious organization.
- d. Individuals must present DD Form 2088 (Statement of Ecclesiastical Endorsement) or similar statement from an authorized ecclesiastical endorsing agency stating that the individual is actively engaged in a denominationally approved vocation.

e. Individuals must be approved and recommended as being spiritually, morally, intellectually, and emotionally qualified to represent the religious organization in the VDF. The endorsing agency will send the statement directly to the Office of the Division Chaplain.

f. Non-prior service Chaplain Corps officers appointed in the VDF will typically be accessed as Second Lieutenants (0-1). Appointments to 1LT and Captain may be authorized in exceptional cases based on additional ecclesiastical education or experience, and only by HQ VDF board action. No non-prior service accession above the grade of Captain is authorized and requests for waivers will not be considered.

2-6. Appointment to the Judge Advocate General's Corps

a. Special eligibility requirements and procedures are prescribed for selecting and appointing commissioned officers to the JAGC in the VDF in addition to the eligibility requirements of chapter 1. An applicant must be a member in good standing of the Virginia State Bar and authorized to practice law in Virginia. Interested individuals will first contact the Division Staff Judge Advocate, 500 Dove St, Richmond, VA 23222.

b. The Division Staff Judge Advocate will determine acceptability of credentials.

c. Personnel will be procured from—

(1) Officers in the VDF basic branches with requisite professional education and licensing.

(2) Former or retired JAGC officers of the Armed Forces who request appointment in the VDF.

d. Non-prior service Judge Advocate General Corps officers appointed in the VDF will typically be accessed as Captain (0-3). Appointment to Major (0-4) may be authorized in exceptional cases based on additional legal education or experience, and only by the Commanding General after HQ VDF board action. No non-prior service accession above the grade of Major is authorized and requests for waivers will not be considered.

2-7. Appointment to the VDF Medical Corps

a. Special eligibility requirements and procedures are prescribed for selecting and appointing commissioned officers to the Medical Corps in the VDF. Except as is otherwise set forth below, individuals must also meet the eligibility requirements of chapter 1.

b. Individuals must meet professional requirements to be eligible for a VDF appointment. The Division Surgeon will determine acceptability of credentials.

c. Personnel will be procured from—

(1) Former or retired AMEDD officers of the armed forces or State Defense Forces who request appointment in the VDF.

(2) Non-prior service personnel with the required medical training and licensing are eligible for direct appointments, as determined by the Commanding General after board action. Persons who are Licensed Practical Nurses are not eligible for appointments as VDF Medical Corps officers.

d. Non-prior service Medical Corps officers appointed in the VDF will have their grades determined by the Commanding General after board action. Except as may be otherwise provided below, the provisions of AR 135-101 will be used as the basis for such grade determinations. Medical Corps officers appointed in the VDF must be licensed by the Commonwealth of Virginia and will typically be accessed as follows:

(1) Medical doctors will typically be accessed as Captain (O-3).

- (2) Nurse practitioners and physician assistants will typically be accessed as 1st Lieutenants (O-2).
- (3) Registered nurses with 3 year diplomas or 2 year diplomas will typically be accessed as 2nd Lieutenants (O-1).

Appointment to Major (O-4) may be authorized in exceptional cases based on additional medical education or experience, and only by the Commanding General after HQ VDF board action. Non-prior service accession above the grade of Major is not authorized and requests for waivers will not be considered.

2–8. Appointment as a VDF Aviation Officer Pilot.

- a. Special eligibility requirements and procedures are prescribed for selecting and appointing commissioned officers to the position of a VDF Officer Pilot. Except as is otherwise set forth below, individuals must also meet the eligibility requirements of chapter 1.
- b. Individuals must meet professional requirements to be eligible for an Aviation Officer Pilot commissioned officer appointment. The Aviation Battalion commander will determine acceptability of credentials.
- c. Aviation Officer Pilots appointed in the VDF will have their grades determined by the Commanding General after board action. Aviation Officer Pilots appointed in the VDF must possess a valid pilot's license issued pursuant to the regulations of the Federal Aviation Administration, and will typically be accessed as follows:
 - (1) Prior service pilots (including commissioned and warrant officers) will typically be accessed as 1st Lieutenants (O-2) or Captains if that rank had been attained in prior service provided a vacancy exists for that grade.
 - (2) Non-prior service pilots will typically be accessed as accessed as 2nd Lieutenants (O-1).

2–9. Appointment of Warrant Officers in the Virginia Defense Force

- a. Special eligibility requirements and procedures are prescribed for selecting and appointing warrant officers in the VDF. Individuals must also meet the eligibility requirements of chapter 1.
- b. Warrant officers are, by definition, technical experts. WOs fill technician positions throughout the VDF. Areas of specialization include personnel, logistics, aviation, emergency management, legal services, watercraft, medical, and communications.
- c. All requests for appointment as a warrant officer by non-prior service or VDF enlisted applicants will be reviewed by the Command Chief Warrant Officer or his designee prior to submission of such applications for HQ VDF board action.
- d. Except as is otherwise specifically set forth in this regulation, prior service warrant officers will be appointed in the VDF in the same grade that they held on their separation or retirement, provided a vacancy exists for that grade.
- e. Warrant officers appointed in the VDF will typically be accessed as Warrant Officer (WO-1). Appointments to higher grades may be authorized in exceptional cases based on additional specialized education or experience, and only by the Commanding General after HQ VDF board action.

APPENDIX A TO VDF REG. NO. 601-100:
BASIC OFFICER QUALIFICATION COURSE

The Basic Officer Qualification Course (“BOQC”) will be defined by the Division General Staff, which will assign the curriculum and training standards to be administered, as well as determine the forum for the program’s execution. The program will follow the guidelines adopted by the VDF Commander for officer selection and qualification.

Eligibility:

All applicants must be citizens of both the United States and the Commonwealth of Virginia, and achieve a General Technical Aptitude Test (GT) score of 110 or higher - or a passing score on either the SAT of 850 or higher or on the ACT of 19 or higher. Tests results must be within 6 years of the application.

Have completed at least 90 semester hours of study from an accredited college or university and be able to complete a bachelor degree in 2 years or less.

Have no convictions by civil or military courts (does not apply to minor traffic violations with a fine or forfeiture of \$250.00 or less)

Have completed all basic VDF training required for current position and time in grade.

Be in the physical condition required for the position to be appointed and be able to perform the missions assigned. (As determined by VDF Medical Personnel).

Be enlisted in a position of E-5 or lower at the time of application for the BOQC program.

Eligibility for enrollment in this program is subject to change. Any and all exceptions to this policy for enrollment must be approved by the Commanding Officer of the Battalion and Brigade, and recommended to the VDF Commander. The VDF Commander is the sole authority for granting exceptions to this policy for enrollment in the VDF Basic Officer Qualification Course (“BOQC”).

I. Responsibilities

A. Brigade Commanders will

(1) Give maximum publicity to the BOQC program, emphasizing the opportunities for upward mobility and service as a VDF officer. Enlisted personnel will be identified and encouraged to apply for BOQC if they meet the following criteria:

- (a) Appear well motivated and demonstrate outstanding potential for leadership in positions of increasing responsibility within the VDF.
- (b) Possess the personal qualities desired in a VDF officer, as per guidance provided VDF command group on a periodic basis.
- (c) Meet the eligibility requirements of VDF Regulation 600-10, Section 2-3, paragraph a(3).

(2) Process, account for, and control BOQC applications and applicants.

(3) Conduct the BOQC structured interview:

(a) The structured interview identifies the degree to which the applicant has developed attributes that show potential for a successful tenure as a VDF officer. The applicant’s past behavior in a variety of situations is evaluated to predict future performance.

(b) Immediately before the interview, the applicant must submit a handwritten narrative on standard 8 ½ by 11-inch paper stating “Why I Want to be a VDF Officer.” This narrative gives the interviewer a chance to evaluate the applicant’s writing and ability to express a desire to serve as a VDF officer.

(1) The applicant will be allowed a maximum of 1 hour to complete the narrative.

(2) The narrative will not exceed two pages.

(3) No assistance except use of a dictionary and an explanation of the question will be permitted.

(4) Ensure assignment of candidate to a company grade officer position within the battalion and/or company of assignment (may be double slotted on the manning document with another company grade officer).

(5) Ensure that for the first quarter (months 1-3) of enrollment in the BOQC, a senior NCO, E-8 or E-9, is assigned to personally mentor the candidate while the individual is pursuing the BOQC course of study.

(6) Ensure that for the next three (3) quarters (months 4-12) of enrollment in the BOQC, assign an officer to mentor the candidate while the individual is pursuing the BOQC course of study.

(7) Report the progress of the candidate in the BOQC to the VDF Commander every month.

(8) Report through the VDF G-3, and document, successful completion of the BOQC to the VDF Commander.

B. Battalion Commanders will

(1) Enroll the candidate in the BOQC and insure that the candidate is prepared for the interview with the Brigade Commander.

(2) Assign candidate to a company grade officer position within the battalion and/or company of assignment (may be double slotted on the manning document with another company grade officer), and issue to the candidate one set of red, 3rd Lieutenant bars for wear during the pursuit of completion of the BOQC.

(3) For the first quarter (3 months) of enrollment in the BOQC, assign a senior NCO, E-8 or E-9, to mentor the candidate while the individual is pursuing the BOQC course of study.

(4) For the next three (3) quarters (months 4-12) of enrollment in the BOQC, assign an officer to mentor the candidate while the individual is pursuing the BOQC course of study.

(5) Monitor the progress of the candidate to insure completion of the BOQC with the required twelve (12) month period.

(6) Encourage the candidate to complete the BOQC within the required twelve (12) timeframe allowed for completion of the course.

(7) Provide written reports of the progress of the candidate in the BOQC to the Brigade Commander every month.

(8) Relieve the candidate from the BOQC, in writing with a copy to the VDF Division G-3, if required.

(9) Report, in writing, successful completion of the BOQC to the Brigade Commander.

(10) Participate in the commission of the candidate by the VDF Commander upon successful completion of the BOQC, as directed and approved by the VDF Division G-3.

C. VDF Division G-3 will

(1) Receive and process candidates nominated for enrollment in the BOQC, and issue one set of red, 3rd Lieutenant bars for wear by the candidate during the pursuit of completion of the BOQC.

(2) Receive monthly progress reports and retain.

(3) Monitor progress of candidates throughout enrollment in the BOQC, to include successful completion of two VDF field training exercises as explained in paragraph II C that follows.

(4) Receive report of successful completion of BOQC and obtain permission from VDF Commander to process for commissioning the successful candidate as a VDF officer.

(5) Forward certificate of completion and commissioning documents to the Brigade and Battalion Commanders.

D. VDF Training Command will

(1) Monitor application of BOQC program to insure integrity of the program

(2) Continuously monitor BOQC Plan of Instruction ("POI") to insure it remains current and relevant.

(3) Propose refinements and modifications to VDF Commander for the BOQC program.

II. Plan of Instruction (“POI”)

- A. Candidates will enroll in the BOQC through the Battalion Commander. The Battalion Commander will forward the enrollment application through the Brigade Commander, for personal interview of the candidate and endorsement of enrollment in the BOQC, and to the VDF Commander.
- B. Candidates will have twelve (12) months from the date of approval of application for enrollment by the VDF Commander within which to successfully complete the POI.
- C. In addition to completion of the BOQC POI that follows, the BOQC applicant must successfully complete two (2) VDF field training exercises (FTX), one FTX conducted in the fall of the year, and one FTX conducted in the spring of the year in which the applicant is enrolled in the BOQC POI that follows.
- D. The BOQC POI is a self-paced correspondence course based program, the majority of which is available through the Army Distributed Learning Program web-site at <http://www.train.army.mil>. The VDF Division G-3 training officer will provide the appropriate sponsorship for candidates to be able to utilize this web based support. In addition, the correspondence courses provided by the Federal Emergency Management Agency (FEMA) are located on the web-site at <http://training.fema.gov/IS/crslist.asp>.
- E. The BOQC POI correspondence courses, located on the web-site at <http://www.train.army.mil> and <http://training.fema.gov/IS/crslist.asp> contain the required correspondence courses with electronically graded exams, and is composed of the following five (5) modules which total approximately 150 hours of study and examination:
 - a. Module 1 – Leadership: **FEMA IS-240** Leadership and Influence; **IS7038** Leadership; **QM3515** Leadership Counseling; **131 F04 Teamwork, Management and Change (TMC)**. **IS0831** Hooah 4 Health Challenge; **IS0877** Self-Aid and Buddy-Aid .
Total approximate hours required: 35 hours.
 - b. Module 2 – Training: **IS8700** Overview of Training Management; **IS8701** Prepare to Conduct Training; **IS8710** Planning Training; **IS8711** Executing and Assessing Training; **IS8720** Leader’s Training Responsibilities; **FEMA IS-324** Community Hurricane Preparedness
Total Approximate hours required: 50 hours.
 - c. Module 3 – Organization: **IS7008** Staff Procedures, Organization and Functions; **IS7004** Plans, Orders, Annexes and Symbology; **FEMA IS-241** Decision Making and Problem Solving; **FEMA IS-244** Developing and Managing Volunteers; **FEMA IS-288** The Role of Voluntary Agencies in Emergency Management
Total approximate hours required: 30 hours.
 - d. Module 4 - Written Communications: **IS1460** Effective Army Writing; **IS8706** The After Action Review; **FEMA IS 242** Effective Communication
Total approximate hours required: 30 hours.
 - e. Module 5 - **IS7032** Military History; Selected Readings in Leadership from the Joint Forces Staff College Commandant’s Professional Reading List – at least two (2) books from the following list must be selected by the candidate and agreed to by the Battalion Commander and read by the candidate. Candidate must prepare a written report consisting of at least four (4) typewritten pages summarizing one of the two (2) books read by the candidate, and submitted to the Battalion Commander for discussion, in person, with the Battalion Commander to demonstrate comprehension and understanding of the subject matter of the selected readings:

Professional Reading List

MANDATORY READING:

The Constitution of the United States / Available at <http://www.house.gov/Constitution/Constitution.html>

The Constitution of Virginia / Available at <http://legis.state.va.us/Laws/search/Constitution.htm>

SELECTIVE - OPTIONAL READING (SELECT ANY TWO (2) OF THE FOLLOWING:

15 Stars: Eisenhower, MacArthur, Marshall: Three Generals Who Saved the American Century, by Stanley Weintraub. New York: Free Press, 2007.

The lives of the three five-star generals, intertwined against the background of six decades, from two world wars to the Cold War, is history at its most dramatic. Their story opens a fascinating window onto some of the twentieth century's most crucial events and reveals the personalities behind the public images. Counterparts and on occasion competitors, they had leapfrogged each other, sometimes stonewalled each other, even supported and protected each other throughout their celebrated careers. In the public mind they stood for integrity and competence. But for dramatic twists of circumstance, all three -- rather than only one -- might have occupied the White House.

An Army at Dawn: The War in North Africa, 1942-1943, by Rick Atkinson. New York: Henry Holt & Co., 2002.

The campaign in North Africa was the first joint military operation conducted by the Allies during World War II, and it proved pivotal to their ultimate victory. Opening with the daring amphibious invasion in November 1942, *An Army at Dawn* follows the inexperienced and often poorly led American and British armies as they fight the French in Morocco and Algiers, and then the Germans and Italians in Tunisia, gradually becoming a superb fighting force. Central to the tale are the extraordinary but flawed commanders who come to dominate the battlefield: Eisenhower, Patton, Bradley, Montgomery, and Rommel.

The Battle for Peace: A Frontline Vision of America's Power and Purpose, by Anthony C. Zinni. New York: Palgrave Macmillan, 2006.

This book provides much "food for thought," as the former CENTCOM commander gives his views on American primacy and makes a call for a new approach to national security and foreign policy issues. Between extensive first-person narratives and comments on historical events, GEN Zinni promotes alternative strategies based on a re-direction of American power and influence and a deeper understanding of the world at large. Major factors, such as the end of the Cold War, globalization, and rapid technological advances have changed the world, demanding innovative, non-military solutions to advance peace and stability.

Cobra II: The Inside Story of the Invasion and Occupation of Iraq, by Michael R. Gordon and Bernard E. Trainor. New York: Pantheon Books, 2006.

Michael Gordon, military correspondent for *The New York Times*, and LtGen Bernard Trainor, USMC-Ret, spent three years researching this detailed, comprehensive, and contemporary history of the Iraq War. Gordon, embedded with the Coalition Forces Land Component Command, and Trainor, who retired as the Deputy Chief of Staff for Plans, Policies and Operations and Marine Corps Deputy to the Joint Chiefs of Staff in 1983, previously co-authored *The Generals' War*. For *Cobra II*, they interviewed numerous military personnel at all levels, including students and staff at the military colleges, members of the Joint Chiefs of Staff, staff of the Coalition Provisional Authority and the Office for Reconstruction and Humanitarian Assistance, Secretary of State Rice and many other State Department and White House officials.

"The United State's hopes for a lightning victory were quickly dashed and it suffered mounting casualties. None of this was inevitable. The U.S. military commanders who battled their way to Baghdad ... believed that there was a window of opportunity in the early weeks and months of the invasion, which was allowed to close. Though some degree of opposition was unavoidable, the virulent insurgency that emerged was not inevitable but was aided by military and political blunders in Washington."

Numerous maps, photographs, detailed notes, and an appendix including internal planning documents add to the value of this book.

Counterinsurgency Warfare: Theory and Practice, by David Galula. New York: Greenwood Publishing Group, 2006.

Written by a French military officer who served in World War II, China, Greece, and Algeria, this is considered the classic text on counterinsurgency. Though originally published in 1964, contemporary reviewers (Daly, Killebrew, Hammes) see great value in applying its concepts to today's wars. Concisely written, the chapters of this short book address the nature of revolutionary war, insurgency, counterinsurgency, strategy and tactics, and a step-by-step guide to defeating the insurgents, influencing and controlling the population, and establishing political stability. For emphasis, LTC Galula cites historical examples and his own various experiences throughout the book.

This book is also available electronically through the *Praeger Security International Online* database.

Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff, and the Lies that Led to Vietnam, by H.R. McMaster. New York: HarperPerennial, 1998.

Dereliction of Duty is an analysis of how and why the United States became involved in an all-out war in Southeast Asia. Fully researched, based on recently released transcripts and personal accounts of crucial meetings, confrontations and decisions, it re-creates what happened and why. It also pinpoints the policies and decisions that got the United States into a quagmire and reveals who made these decisions and the motives behind them, including President Lyndon Johnson, Robert McNamara, General Maxwell Taylor, McGeorge Bundy and others.

Not a Good Day to Die: The Untold Story of Operation Anaconda, by Sean Naylor. New York: Berkley Books, 2005.

Army Times writer Sean Naylor was an embedded journalist with the 101st Airborne Division troops in Afghanistan during some of the planning and execution of Operation *Anaconda*. He presents in great detail both the successes and failures of this operation. The undercurrents of this book provide not only an excellent account of planning and execution, but also a study in military-media relations. Through extensive first hand experience, interviews and research, Mr. Naylor respectfully presents the story of the "chaos and courage" of the operational forces and at the same time provides a critical and negative assessment of Operation *Anaconda*, detailing the shortcomings of the mission.

The Pentagon and the Presidency: Civil-Military Relations from FDR to George W. Bush, by Dale R. Herspring. Lawrence: University Press of Kansas, 2005.

In this groundbreaking reassessment of a key relationship in American government and foreign policymaking, Her spring clearly shows the changing nature of military-civilian relations during the past half century. Viewing this relationship from the generals' perspective, he measures the level of conflict in each administration and reveals how the military has become a powerful bureaucratic interest group very much like others in Washington – increasingly politicized, media-savvy, and as much accountable to the Congress as to the commander-in-chief.

The Shackled Continent: Power, Corruption, and African Lives, by Robert Guest. Washington, DC: Smithsonian Books, 2004.

Why is Africa so poor? Why are so many of its nations at war? Why is AIDS devastating Africa like nowhere else? And why do African entrepreneurs find it so hard to borrow money? In this provocative and thoughtful book, Guest argues that the continent remains poor primarily because it is badly governed. What Africa needs is peace, the rule of law, and greater freedom for individuals to pursue prosperity without hindrance from their rulers. The prescription may sound simple, but it is tough to administer, as Guest's investigations from Angola to Zimbabwe reveal.

The Sling and the Stone: On Warfare in the 21st Century, by Thomas X. Hammes. St. Paul, MN: Zenith Press, 2004.

Thomas X. Hammes, a retired colonel in the U.S. Marine Corps, is recognized as an expert in insurgent warfare. *The Sling and the Stone* describes the evolution of insurgency beginning with Mao and his tactics. Hammes includes not only Mao's tactics but analyses of conflicts in Vietnam, Nicaragua, the Middle East during the Intifada, Afghanistan, and Iraq. Colonel Hammes feels that we have failed to understand and to prepare for insurgencies. He describes Fourth Generation War and equates it with insurgency. His extensive experience in training insurgents and his years of studying military history

enable him to make support arguments and offer recommendations for reforming the military's personnel and organizational structure in order to defeat future unconventional threats.

Supreme Command: Soldiers, Statesmen, and Leadership in Wartime, by Eliot A. Cohen. New York: Free Press, 2002.

Eliot Cohen, professor at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, writes in his introduction to *Supreme Command*: "This is a book about leadership in wartime – or more precisely about the tension between two kinds of leadership, civil and military." Beginning with a general discussion of civil-military relations, Cohen focuses on four wartime leaders and discusses their leadership styles, their very different situations and challenges, and their approaches to what Cohen calls "varied predicaments." Winston Churchill, Georges Clemenceau, Abraham Lincoln, and David Ben Gurion are the statesmen in question. An appendix on civilian control theory and an after word entitled "Rumsfeld's War" add value to this selection

Surprise, Security, and the American Experience, by John Lewis Gaddis. Cambridge, MA: Harvard University Press, 2004.

In its response to the terrorist attacks of 9/11, the Bush administration broke from Roosevelt's World War II grand strategy of cooperation with allies on an intercontinental scale and devised a new strategy, whose foundations lie in the nineteenth-century tradition of unilateralism, preemption, and hegemony. How successful it will be in the face of twenty-first-century challenges is the question that confronts us. Gaddis' provocative book, informed by the experiences of the past but focused on the present and the future, is one of the first attempts by a major scholar of grand strategy and international relations to provide an answer.

The Utility of Force: The Art of War in the Modern World, by Rupert Smith. New York: Knopf, 2007. General Smith draws on his vast experience as a commander in the 1991 Gulf War, in Bosnia, Kosovo and Northern Ireland, to give us a probing analysis of modern war and to call for radically new military thinking. From Iraq to the Balkans, and from Afghanistan to Chechnya, Smith charts a stream of armed interventions that have failed to deliver on promises of resolution. He demonstrates why today's conflicts must be understood as intertwined political and military events and makes clear why the current one-size-fits-all model of total war fought out on battlefields must be abandoned in favor of new strategies that take into account the fact that wars are now fought among civilian populations. In the end, he offers a compelling new model for how to fight these battles—and secure our world.

The World is Flat: A Brief History of the Twenty-first Century, by Thomas L. Friedman. New York: Farrar, Straus and Giroux, 2006.

The World is Flat describes a mix of concurrent trends the author expects to define the 21st century. The book makes accessible to the lay reader the origins, development and significance of these world-shaping phenomena. From the fall of the Berlin Wall to the ubiquity of powerful personal telecommunications devices, Friedman examines the fundamental changes our world is experiencing and how these changes continue to affect the United States.

The Eye Of Hurricane Andrew, by Eugene F. Provenzo, Asterie Provenzo, and Eugene F. Provenzo, Jr. University Press of Florida, 2002

Although Florida has been struck by more hurricanes than any other region of the continental United States, most people living in South Florida in 1992 had never experienced a hurricane. On August 24, in a matter of hours, Hurricane Andrew ravaged communities on the South Florida coast, leaving 250,000 homeless and physical damages of close to \$30 billion. Based on interviews with survivors and rescue workers in the weeks and months that followed, *In the Eye of Hurricane Andrew* is the extraordinary story of one of the most destructive natural disasters in modern American history as told by the people who lived through it. From a psychological and social point of view, Andrew was unprecedented.

Hurricane Andrew: Ethnicity, Gender and the Sociology of Disasters, by Walter Gillis, Betty Morrow and Hugh Gladwin: Taylor & Francis, Inc., 1997.

Hurricane Andrew has proved to be the most costly natural disaster in US history. This book documents how Miami prepared, coped and responded to the hurricanes which slammed into one of the largest and most ethnically diverse metropolitan areas of the US. The essays explore how social, economic and

political factors set the stage for Hurricane Andrew by influencing who was prepared, who was hit the hardest, and who was most likely to recover.

The Great Deluge: Hurricane Katrina, New Orleans and the Mississippi Gulf, by Douglas Brinkley. New York: William Morrow, 2006..

Historian Douglas Brinkley, a professor at Tulane University, lived through the destruction of Hurricane Katrina with his fellow New Orleans residents, and now in *The Great Deluge* he has written one of the first complete accounts of that harrowing week, which sorts out the bewildering events of the storm and its aftermath, telling the stories of unsung heroes and incompetent officials alike. Get a sample of his story--and clarify your own memories--by looking through the detailed timeline he has put together of the preparation, the hurricane, and the response to one of the worst disasters in American history. Historian Brinkley opens his detailed examination of the awful events that took place on the Gulf Coast late last summer by describing how a New Orleans animal shelter began evacuating its charges at the first notice of the impending storm.

Learning From Somalia: The Lessons of Armed Humanitarian Intervention, by Walter S. Clark and Jeffrey I. Herbst. Boulder: Westview Press, 1997

Presents analyses by foreign experts, most of whom were directly involved in U.S. or U.N. operations in Somalia in 1993-94. Several contributors dismiss the conventional view that Operation Restore Hope succeeded but the U.N. Operation in Somalia, the follow-up to ensure peace during Somali reconstruction, failed due to U.N. bungling. They argue that since the United States drove both interventions, it cannot escape all blame for the United Nations' largely predictable inability to solve Somalia's political problems. One lesson, say the editors, is that humanitarian interventions in failed states are too complicated to be conducted as surgical strikes. Another is that if the United States wants the United Nations to succeed in complex peacekeeping situations, it must greatly increase its commitment to strengthening the world body.

My Clan Against the World: U.S. and Coalition Forces in Somalia, 1992-1994, by Robert Bauman and Lawrence A. Yates. Combat Studies Institute Press Fort Leavenworth, Kansas

American participation in the international humanitarian mission to Somalia is best remembered today as a well-intentioned venture that somehow went terribly wrong. To most Americans, this endeavor reflected both the nobility and naivety of US foreign policy impulses and was a poignant reminder of how little we understand distant cultures and the motives that animate people whose societal values are removed from our own. Prompted first of all by compelling video images of emaciated mothers and children in a country ravaged by unbridled civil war, the mission to Somalia took US military personnel on a completely unforeseen and bewildering ascent along the spectrum of violence. This study will focus on the major aspects of the Somalia mission. It will discuss the Somalis, their history, their collective experiences, and their outlook. It will also review the mission's logic and evolution at each successive stage. These mark not only a chronological division of the mission but also discrete periods entailing varying strategic approaches and entirely different sets of leaders and units. The initial UN-sponsored humanitarian mission, the UN Operation in Somalia (UNOSOM) I, gave way in late 1992 to a potent US-led peacekeeping force referred to as the Unified Task Force. Then, in May 1993, another UN force, UNOSOM II, took over with an expanded nation-building mandate but with a less robust capability with which to implement it. Through each phase of the Somali adventure, this study will consider the roles of joint and multinational commands as well as individual military units conducting tactical operations on the ground. In addition, it will identify and examine critical insights gained from the mission to Somalia, especially as they pertain to a range of military issues from command and control to military operations in an urban environment to coping with clan-based factions in collapsed states.

Restoring Hope: With The Unified Task Force In Somalia, 1992-1993, by Dennis P. Mroczkowski. Washington, D.C: History Division, United States Marine Corps, 2005

Centuries of Service: The U.S. Army 1775-2004 / David W. Hogan, Jr. (CMH Pub. 70-71-1)

An easy-to-read and informative pamphlet that describes the many missions the U.S. Army has performed over the course of its history. The booklet covers America's wars as well as the Army's many operations other than war, including occupation, peacekeeping, nation building, exploration, civil administration, scientific research, and disaster relief. This pamphlet is a valuable introduction to American military history for the Soldier and junior leader.

The Face of Battle / John Keegan

One of the classics of modern military history, *The Face of Battle* brings to life three major battles: Agincourt (1415), Waterloo (1815), and the First Battle of the Somme (1916). The author describes the sights, sounds, and smells of battle, providing a compelling look at what it means to be a Soldier.

For the Common Defense: A Military History of the United States of America / Allan R. Millett and Peter Maslowski

This useful, single-volume study covers the American military experience in peace and war from 1607 to 1975. Millett and Maslowski carefully examine the relationship of the military to American society and discuss in detail the military and its changing roles within political, social, and economic frameworks.

Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest / Stephen E. Ambrose

This excellent account of an airborne rifle company at war is based on journals, letters, and interviews with the participants. The author follows one company from rigorous selection and training through battles in Normandy, Holland, Bastogne, and occupation duty in Germany. A classic small-unit study.

We Were Soldiers Once ... and Young: Ia Drang—The Battle That Changed the War in Vietnam / LTG (Ret.) Harold G. Moore and Joseph L. Galloway

A gripping, firsthand account of the November 1965 Battle of the Ia Drang by the commander of 1/7 Cavalry. The Ia Drang was the first major combat test of the airmobile concept and the first battle between U.S. forces and the North Vietnamese Army.

If You Survive: From Normandy to the Battle of the Bulge to the End of World War II, One American Officer's Riveting True Story / George Wilson

George Wilson was a young rifle platoon leader and then an infantry company commander during the costly fighting from Normandy to the German frontier in 1944. He tells his personal story of combat as an ordinary officer during extraordinary times, doing what was required to accomplish the mission and keep his men alive. An inspirational account useful to all junior leaders.

Touched with Fire: The Land War in the South Pacific / Eric M. Bergerud

The land battles of the South Pacific fought between July 1942 and early 1944 on the Solomon Islands and on New Guinea were "a ferocious slugging match between light-infantry armies at extremely close quarters." Written in a clear and engaging style and drawing upon many insightful interviews with veterans, *Touched with Fire* offers a vivid and fascinating look at small-unit combat in the South Pacific that will be of great interest to cadets, enlisted men, and junior officers.

Closing with the Enemy: How GIs Fought the War in Europe, 1944–1945 / Michael D. Doubler

During World War II, the U.S. Army had to overcome many tactical problems, from the thick hedgerows of Normandy to the streets of German cities. Some of these challenges had been anticipated, others had not, but all required the American fighting man to adapt in order to survive.

In this book, Michael Doubler explains how and why the U.S. Army was generally successful in overcoming these many challenges. Soldiers and junior leaders will benefit from his incisive study of the battlefield resourcefulness, flexibility, and determination of the American Soldier.

Patton: A Genius for War / Carlo D'Este

Perhaps the most renowned and controversial American general of the twentieth century, George Patton (1885–1945) remains a subject of intense interest. The author provides new information from family archives and other sources to help us understand why the general is regarded as one of the great modern military leaders. Essential reading for all students of command in war.

In the Company of Heroes / Michael J. Durant

Black Hawk pilot Mike Durant was shot down and taken prisoner during military operations in the failed country of Somalia in 1993. Published in the tenth anniversary year of that conflict, this riveting personal account at last tells the world about Durant's harrowing captivity.

APPENDIX B TO VDF REG. NO. 601-100:

Non-prior service personnel who are appointed as commissioned or warrant officers in the VDF pursuant to VDF Regulation Number 601-100 shall complete the following entry level training requirements within the following time periods after the date of their appointment.

One copy of this Appendix shall be forwarded to HQS, VDF, ATTN: G1 and a second copy shall be maintained in the individual's Military Personnel Records Jacket.

Candidate: _____ Unit: _____

COURSES to be completed within two months Following date of appointment/enlistment	DATE	TRAINER
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GO on VDF Orientation course	_____	_____
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GO on VDF Level IIA course:	_____	_____
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COURSES to be completed within three months following date of appointment/enlistment

GO on close order dismounted drill:	See Appendix B-1
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GO on military customs and courtesies:	See Appendix B-2
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GO on chain of command/rank insignia.	See Appendix B-3
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COURSES to be completed within six months Following date of appointment/enlistment	DATE	TRAINER
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Successful completion of FEMA IS-00100*	_____	_____
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Successful completion of FEMA IS-00200*	_____	_____
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Successful completion of FEMA IS-00700*	_____	_____
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Successful completion of FEMA IS-00800*	_____	_____
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Successful completion of FEMA IS-00317*	_____	_____
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* FEMA courses which are tailored to a particular area should be taken by the personnel in that area instead of the general FEMA course: *e.g.*, if IS-00100 has a specific edition which relates to medical personnel, medical personnel should take that specific edition and not the "general" edition.

COURSES to be completed within ten months Following date of appointment/enlistment	DATE	TRAINER
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Completed all FEMA Professional Development Series courses	_____	_____
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APPENDIX B-1 TO VDF REG. NO. 601-100: CLOSE ORDER DISMOUNTED DRILL

Candidate: _____

Unit: _____

Date: _____

Trainer: _____
Printed Name Rank Unit Title

Signature

SOLDIER MUST SCORE **GO** ON **ALL** MOVEMENTS

	GO	NO GO
Fall In	_____	_____
Dress Right, Dress	_____	_____
Ready, Front	_____	_____
Present, Arms	_____	_____
Order, Arms	_____	_____
About, Face	_____	_____
About, Face	_____	_____
Parade, Rest	_____	_____
Stand At Ease	_____	_____
At Ease	_____	_____

APPENDIX B-2 TO VDF REG. NO. 601-100: MILITARY CUSTOMS AND COURTESIES

Candidate: _____

Unit: _____

Date: _____

Trainer: _____

Printed Name Rank Unit Title

Signature

Soldier must score **GO** on all

GO

NO GO

1. Soldier renders a hand salute correctly and smartly
2. Soldier correctly describes those entitled by grade to a salute to include officers of friendly foreign countries.
3. Soldier correctly describes occasions for rendering the salute:
National anthems, Colors, Hail to the Chief, uncased
Colors outdoors, pledge of Allegiance outdoors, turning
over control of formations, rendering reports:
4. Soldier correctly describes occasions salutes are not required
Indoors, unless reporting to an officer or on duty as a guard
When doing so would be inappropriate or impractical.
When the senior or subordinate are in civilian clothes.
5. Soldier correctly describes assuming the position of attention
when talking to an officer and saluting (outdoors) when
officer departs.
6. Soldier correctly describes assuming the position of parade rest
when talking to an NCO that is senior
7. Soldier describes proper procedure for reporting to an officer,
from a formation (in/outdoors), and when indoors.

APPENDIX B-3 TO VDF REG. NO. 601-100: CHAIN OF COMMAND

Candidate: _____

Unit: _____

Date: _____

Trainer: _____

Printed Name Rank Unit Title

Signature

Soldier is able to define “chain of command”

A two way communication channel between subordinates and leaders.

Orders, policy, information and inquiry GO DOWN

Information and questions GO UP.

Keeps all informed GOING UP AND DOWN

Renders assistance, solves problems GOING UP AND DOWN

Links in the chain are not jumped, GOING UP AND DOWN.

GO ____ NO GO ____

Soldier knows his/her Chain Of Command and names.

Commander In Chief – Governor –

Secretary Of Public Safety –

Adjutant General –

Commander VDF –

Brigade commander –

Battalion commander –

Company commander -

Plt leader

Plt sgt

Squad ldr

Team ldr

GO ____ NO GO ____

Soldier names, in correct order, all ranks from PV1 to Major General, correctly describing rank insignia and proper verbal addressing of each.

GO ____ NO GO ____